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14 July 1964

MEMORANDUM FOR: Executive Officer to the DD/S
SUBJECT : Data for Briefing DD/S on Midcareer
Training Program

1. As you requested, I am attaching material for briefing the Deputy Director for Support on the Mid-career Training Program. The material includes History, Directed Action, Problems, and Courses of Action.

2. Immediately upon completion of the material set forth in paragraph 1, above, you gave me the proposed Handbook for the Midcareer Training Program. I find, upon review, that the material covers all required action that is set forth in Action Memorandum No. A-388. I, therefore, suggest that the Handbook be used in its entirety, either in Handbook form or Directive form. It is complete and concise.



Senior Training Officer
Deputy Director for Support

25X1

Attachments
Briefing Statement and
TABS A thru F

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14 JUL 1964

Briefing for DD/S On Midcareer Training Program

HISTORY

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1. The Executive Director-Comptroller issued Action Memorandum No. A-336, dated 18 December 1963. The Memorandum was entitled "Midcareer Training Programs" and referred to Headquarters Notice [redacted] dated 29 March 1963. [redacted] directed each Deputy Director and Head of Career Service to evaluate categorically all employees in the midcareer category (not defined) and establish a training program for each individual selected. The Action Memorandum went on to state that the Training Selection Board would recommend procedures for a permanent system for an effective Midcareer Training Program.

2. The Chairman of the Training Selection Board, on 30 January 1964, requested each Deputy Director to submit criteria used in selecting employees for the Midcareer Program.

3. Immediately thereafter, the DD/S Senior Training Officer requested the above information from all Office Heads. To assist the Chairman of the Training Selection Board, the following criteria was requested:

- a. Criteria used in selecting employees.
- b. Age
- c. Grade
- d. Methods of evaluating performance and growth potential.
- e. Number of employees selected for midcareer training, including those who may not be selected for the formal Midcareer Training Course.

All Office Heads responded and the material was sent to the Chief of the Training Selection Board on 17 April 1964.

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4. The Chairman of the Training Selection Board, on 12 May 1964, responded to Action Memorandum No. A-336 recommending selection criteria. He advised the Executive Director-Comptroller that there were considerable differences and apparent misunderstandings in all Directorates. The following were the salient factors of his memorandum:

- a. It should be made clear that, after the Career Services have developed meaningful criteria, considerable thought should go into the actual selection of individuals for the Midcareer Training Program.
- b. Five-year programs should be developed for all selected midcareerists and those who may not be included in the Midcareer Training Course.
- c. To be meaningful, Agency-wide basic criteria should be established.
- d. Selections should be made primarily from Grade GS-13.
- e. Age should be 35 to 50 years.
- f. Individuals should be selected from those having executive potential for promotion to Grade GS-15.
- g. Some specialists at GS-13 may progress to GS-14 and possibly GS-15 but will remain specialists not willing (or able) to broaden their base sufficiently to assume managerial, administrative, or executive responsibilities. (This is open to argument.) Such a group Matt says should not be included in the Midcareer Program. They should have training but only that necessary to increase their competence in their specialty.
- h. Five-year programs will be monitored on an annual basis.

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DIRECTED ACTION

1. In Action Memorandum No. A-388, dated 25 June 1964, the Executive Director-Comptroller set forth the criteria for Agency-wide understanding and action on the Midcareer Training Program. He directed all Career Services to:

a. Thoughtfully and meaningfully examine and evaluate all of their GS-13 personnel for the Midcareer Program.

b. Consider, in the early stages of the Program, young, recently promoted GS-14 personnel between 35 and 45 years of age.

c. Consider individuals who have demonstrated potential to be eventually promoted to Grade GS-15 or higher. These persons also must be in the 35 to 45 age group.

d. Prepare, immediately upon selection, a Mid-career Developmental Program, of not more than five years, for each individual.

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2. There has been established the Midcareer Executive Development Course (formerly the Midcareer Course). All who have been selected for the Midcareer Training Program are eligible for the Midcareer Executive Development Course. (The Course can only accommodate 90 out of the 1300 GS-13's.)

3. Selection for the Course will be from those GS-13's who have clearly demonstrated the potential for promotion to GS-15 and above, and who most likely will be assigned to executive or managerial responsibility at the senior levels.

4. Those GS-13 employees who did not qualify for the Mid-career Training Program should understand that they are not precluded from further job related training or promotions. They should also understand that selection does not guarantee promotion.

5. Individuals selected will know they have been selected for the Program because they will participate in the development of their own Midcareer Program. Individuals not selected for the Program will be advised and given reasons therefor. Annual review may reverse any previous decisions.

6. Mr. Kirkpatrick advised that, if any Career Service feels the above criteria poses a problem, he would discuss the matter personally with the Head of the Career Service.

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PROBLEMS

1. Those people in Grade GS-13, who have been advised that they were not selected for the Program, will undoubtedly look for other jobs. This may or may not be desirable.
2. The stress for attendance at the Core Course (Midcareer Executive Development Course) being only open to those with potential for executive and managerial responsibility again makes the specialist "wonder" about his career. He may think, contrary to what is said, that his career is over at GS-13.

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COURSES OF ACTION

*proposal
in the Handbook*

1. The issuance of a directive, to all Heads of Career Services requiring compliance with statements set forth in Action Memorandum No. A-388. (Should this be issued by the Chairman of the Training Selection Board or the Deputy Directors?)
2. The above action must be taken immediately, because the nominations for the Midcareer Executive Development Course No. 4 have already been requested.
3. The dates of the Courses for Fiscal Year 1965 are:

No. 4 - 12 September - 30 October 1964

No. 5 - 11 January - 19 February 1965

No. 6 - 3 May - 11 June 1965

Although, as stated, only nominations for Course No. 4 have been requested, I suggest asking for annual nominations for all three Courses, instead of repeating the same exercise three times.

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TAB A - Action Memorandum No. A-388, dated 25 June 1964

TAB B - Memo dated 12 May 1964 for Ex. Dir.-Compt. from
Chairman, Training Selection Board

TAB C - Senior Training Officer Memo to Career Services
dated 10 March 1964

TAB D - Chairman, Training Selection Board, Request for
Criteria, dated 30 January 1964

TAB E - Action Memorandum No. A-336, dated 11 March 1964
18 Dec 63

TAB F - Proposed Handbook for Midcareer Training